



ORGANISATIONAL DEVELOPMENT

DOCUMENT TITLE

POLICY

RECRUITMENT AND RETENTION POLICY

DATE	CHANGE	BY	APPROVED	REVIEW
20/1/06	New	ODM		1/2/2008
1/12/08	Review	ODM		1/12/2010

1.0 Statement

Mitchell Shire Council will “maintain an environment that attracts, develops and retains highly skilled and competent staff”.
(Mitchell Shire Council Plan 2005-2009)

It is the policy of Mitchell Shire Council to attract and retain the right staff to deliver outcomes expected by the community.

Council is a service organisation intent on providing the best possible customer service to residents of Mitchell Shire. This can only be achieved by providing and supporting quality staff.

2.0 Purpose

The purpose of this policy is to provide a framework for the recruitment and promotion of the most suitable employees to meet the current and future needs of Mitchell Shire Council. The Council must have the ability to attract and retain staff who are recognised for their expertise within their particular discipline and who have the ability to deliver that expertise in a customer oriented manner. However, it should also be noted that valued employees will leave at some point. Whilst strategies may slow this trend, it can never be stopped completely.

To attract and retain quality staff, Council will ensure that:

- A culture of innovation, quality and customer focus is fostered.
- We hire well – or not at all.
- Competitive and flexible remuneration packaging to enable salary matching within industry sector and/or competitive demand.
- Staff are treated with respect.
- Steps are taken to ensure that valued staff are retained and developed for current and future needs.
- Support processes are built to ensure the ongoing success of valued employees.
- All appointments, promotions and transfers are based on relative ability, knowledge, skills and experience.
- A corporate approach to, and standard of, selection is enforced.
- Filling of vacancies is expeditious and cost effective.
- A review of selection criteria is undertaken to ensure that staff have the necessary customer service skills.
- Accurate documentation of the recruitment process is maintained.
- We never neglect the health and safety of our employees.
- Succession planning/opportunities for development.

3.0 Implementation and Review

The Chief Executive Officer is responsible for implementing and monitoring this policy.

Part 2

Framework for Recruitment and Retention Policy

The single most important factor in retaining staff is organisational culture and culture is primarily impacted by the leadership of the organisation.

Mitchell Shire Council must be prepared to promote people, recognise the factors that make people leave, the things that motivate them, and use a variety of mechanisms to support retention. Successful retention requires that staff are not left entirely on their own to manage their careers. Council must also further develop and maintain a culture of innovation, quality and customer focus.

The most common reason an employee will contemplate leaving an organisation is the perception of better opportunities elsewhere which may comprise higher salary; better training or career opportunities and work that is more interesting. Issues that may cause employees to become dissatisfied with their current role may include job demand and requirements, lack of recognition and support, lack of opportunity for advancement and management style.

It should also be noted that, in the longer term, individuals make decisions for a variety of reasons which they may or may not honestly articulate to the organisation they are leaving.

1.0 Organisational Values

Organisational values influence the attitude and behaviour of employees who work for the organisation. They provide clear guidance to potential employees about what is considered to be fundamental in the organisation. A clear and precise value statement can guide and motivate employees' work behaviour towards organisational objectives and assist in recruiting employees that share and can relate to the stated values of the organisation. Values need to be reinforced continually.

Organisational values are often expressed as "individual values" which staff within organisations are expected to observe, while "corporate values" are the values staff are expected to observe collectively when representing the organisation.

Value Statement

Accountability - We will achieve results through the best use of the organisation's financial, physical and human resources.

Impartiality - We will treat all people fairly. We will base actions, decisions and advice on consideration of all relevant facts, and implement policy and programs equitably.

Integrity - The organisation's foundation is the integrity of its people. We will be honest with our customers, colleagues and the community in general. We will not tolerate unethical behaviour.

Responsive service - We will provide a relevant and timely service to customers. We will provide information to which a person is entitled promptly and in an easily understood form. We will make sure it is accurate, current and complete.

Excellence - We will have a constancy and consistency of purpose in pursuing continuous improvement in everything we do and in adopting identifiable best practice.

People - Our people are the most important key to our success. All our people will be provided with equal opportunity in an environment that fosters communication, involvement and teamwork.

Health and Safety - We will work safely in an environment that promotes the well-being of the individual.

2.0 Recruitment Best Practice

Recruitment is the attraction of an individual to Council. Failure to recruit preferred applicants increases the likelihood of lower retention rates and higher staff turnover. Council will pursue all options in regard to successful recruitment including but not limited to:

- Targeted recruitment approach – Council must clearly determine what it wants in the job and the person, and ensure this aligns with the appropriate candidate.,.
- Sourcing of applicants can be both formal and informal, and from both traditional and non traditional sources.
- Recruitment materials should be informative, address a range of job and organisation characteristics, and accurately reflect the organisation and municipality.
- Congruency during the recruitment process – ensuring Council keeps the commitments it makes to preferred applicants
- Ensuring post recruitment processes reinforce the person’s job choice through performance management.

3.0 Recruitment Strategy Options

We aim to attract a sufficient number of applicants who meet the selection criteria for an advertised position and to improve staff retention.

Processes should include setting up a framework to ensure a recruitment strategy is put in place for each recruitment situation. This would involve consideration of the recruitment history of the position, the success of previous appointments, ensuring accurate design of the job and the basic job offer.

Initiatives Council may consider for such a framework may include:

- **Relocation assistance** – reimbursement or contribution towards removal costs, travel costs, housing search assistance, short term accommodation, or composites of these costs. Such costs may be in the vicinity of up to \$5000, subject to approval from CEO, and, to ease budgetary implications for Council, reimbursement may span a two year period.

Recruitment allowance

The payment of either of these allowances can only be made following the approval of the CEO. These allowances would lapse on the completion of a term of appointment. Issues to be considered include current difficulty in recruiting and retaining staff; patterns of response to advertising for a position; limitations in the number of suitably qualified applicants; the impact on the organisation due to non selection; and the current state of the labour market.

Recruitment Options may include:

- **Payment for connection of utilities.**
- **Initial rental subsidy** – for a maximum duration of three months.
- **Introductory memberships** ie Leisure Centres for first 12 months (value of \$1104). Equity for all staff across the organisation must be considered.
- **Assistance to source quality child care.**
- **Provision of Mentor Services** – for both internal and external recruits where appropriate.
- **Media Publicity** – promote Council successes and achievements in professional journals and other such media.
- **Rostered Days Off** available to all staff including managers
- **Interview process** – behavioural approach – ensuring the selection of the right person for the job.
- Appointment and promotion of **customer focused applicants**. Customers appreciate helpfulness, but are frustrated at times by lack of expertise and/or delays in service.
- Better promotion of **Flexible salary packaging** - provision of motor vehicles etc
- **Entry Level Positions**

4.0 Retention Strategy Options

Employees become disengaged from the work place for a variety of reasons which can range from poor management and support to the employment of the wrong person for the position.

Council currently offers the following opportunities to new and existing staff:

- **Work/life balance** - Family Friendly and Working From Home Arrangements.
- Reimbursement of all or part of costs and time associated with **study leave**.
- **Reward and recognition** – identifying and promoting good customer service and team achievements, and service recognition.
- **Performance reviews** –delivery and outcome expectations of these do have room for improvement.
- **Health and Wellbeing activities** - flu shots, early finishing on appropriate occasions, eg Christmas; and out of uniform days.

- **Corporate discount** and salary deductions for Leisure Centres.
- **Communication** – fortnightly newsletter distributed to all staff and unit meetings.

4.2 The Enterprise Agreement identified the following options:

- **Equal Pay for Work of Equal Value** – fair and equitable - consultant appointed to undertake review of Council positions commencing in February 2006
- **Improved training and development for all staff** – to be completed annually at 30 June.
- **Older employees** – near retirement – flexibility in work arrangements to retain their expertise – also to train newer staff – to be completed by September 2008
- **Provision of electronic hardware**, if appropriate, ie laptop computers to appropriate position incumbents.

4.3 Further initiatives Council may consider for a retention framework may also include:

- **Retention allowance** – recognition that some jobs may need to be rebanded. This would need to be subject to the classification/PD review procedures.
- **Identification of career development** – promotion from within where appropriate skills are possessed and letting people know about it.
- **Climate Study** - to gain an assessment of the “mood” of the organisation. This has the potential of highlighting issues that may impact on retention of valued staff and will be conducted yearly.
- **Performance management** – do staff receive enough feedback on their performance to know how they are doing and continually improve? Do they get recognition when they do well? Is immediate action taken when they don't? Reward the desired, state the desired behaviours and model the desired.
- **Continuous Improvement** – is both a mind set and a range of techniques to review and evaluate work processes. As a mind set it is a way of approaching work so that a culture of innovation and creativity is encouraged. As a range of techniques, it includes benchmarking, re-engineering, quality management, organisational reviews, performance management etc. Continuous Improvement can be applied to the whole organisation or to sections of it.
- **Succession Planning** – development of a pool of talent for future roles within Council – may be either lateral or vertical moves within the organisation, but will open up opportunities for new staff roles or challenging work. Departmental Business Plans should identify this.
- **Shared Partnerships** – working with another Council to attract, and perhaps share skill and expertise. The benefit of this type of arrangement is shared physical and human resources, however the disadvantage may be the commitment of such staff to each organisation, and the equitable split of funding for such an arrangement.

- Bank of **casual staff** to back fill not only for vacancies, but for annual leave, long service leave, and extended sick leave, thus reducing stress and workloads on other staff who invariably have to pick up the extra tasks.
- **Redesign work** to ensure better use of staff skills and knowledge

5.0 Related Legislation and Council Policies and Procedures

Compliance with Federal and State employment legislation will be ensured, particularly:

- Commonwealth Sexual Discrimination Act (1984)
- Commonwealth Racial Discrimination Act (1975)
- Disability Discrimination Act (1992)
- Commonwealth Human Rights and Equal Opportunity Act (1986)
- Victorian Equal Opportunity Act (1995)
- Local Government Act (1989)
- Mitchell Shire Council Equal Employment Opportunity Program
- Mitchell Shire Council Employee Assistance Program
- Mitchell Shire Council Working From Home Policy and Procedure
- Mitchell Shire Council Tertiary Assistance Procedure
- Mitchell Shire Council Recruitment Procedure
- Mitchell Shire Council Vehicle Use Procedure
- Mitchell Shire Council Induction Procedure
- Mitchell Shire Council Special Leave Procedure
- Mitchell Shire Council Enterprise Agreement
- Council Plan
- Charter of Human Rights and Responsibilities

6.0 Definitions:

“responsible officer” means General Manager or specified Unit Manager.

“customer” means both internal, as in colleagues and peers; and external, as in ratepayers and those external to the organisation.

7.0 Review

This strategy will be reviewed biennially with the next review being December 2010.